

City of Hamilton GENERAL ISSUES COMMITTEE

Meeting #: 18-002(a)

Date: January 22, 2019

Time: 9:30 a.m.

Location: Council Chambers, Hamilton City Hall

71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

			Pages
1.	APPI	ROVAL OF AGENDA	
2.	DEC	LARATIONS OF INTEREST	
3.	APPI	ROVAL OF MINUTES OF PREVIOUS MEETING	
4.	COM	IMUNICATIONS	
5.	CON	SENT ITEMS	
6.	PRESENTATIONS		
	Note	: Presentation start times are approximate only.	
	6.1	Conservation Halton (9:45 a.m.)	3
	6.2	Grand River Conservation Authority (10:15 a.m.)	30
	6.3	Hamilton Beach Rescue Unit (10:45 a.m.) (no copy)	
	6.4	Royal Botanical Gardens (11:15 a.m.)	71
	6.5	Hamilton Conservation Authority (11:45 a.m.)	87
	6.6	Niagara Peninsula Conservation Authority (12:15 p.m.)	116
7.	DISC	CUSSION ITEMS	

- 8. MOTIONS
- 9. NOTICES OF MOTION
- 10. ADJOURNMENT

2019 **BUDGET PRESENTATION**



CONSERVATION HALTON

FOUNDED: **1956**

OWNED AREA: 9,650 acres

WATERSHED AREA: **261,600** acres

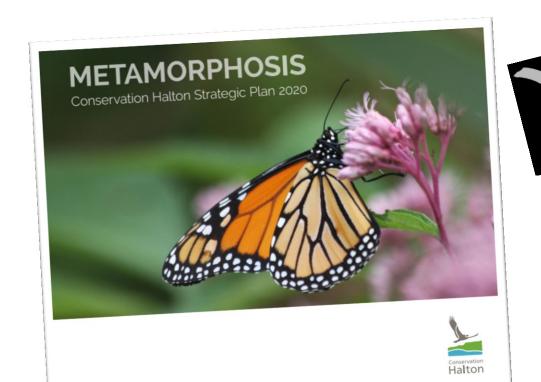
WATERSHED POPULATION: 612,401

PERMANENT STAFF: 120

SEASONAL STAFF: 800

PLANNING AND PERMITS
FLOOD FORECASTING
WATERSHED MANAGEMENT
PARKS AND RECREATION
EDUCATION AND OUTREACH

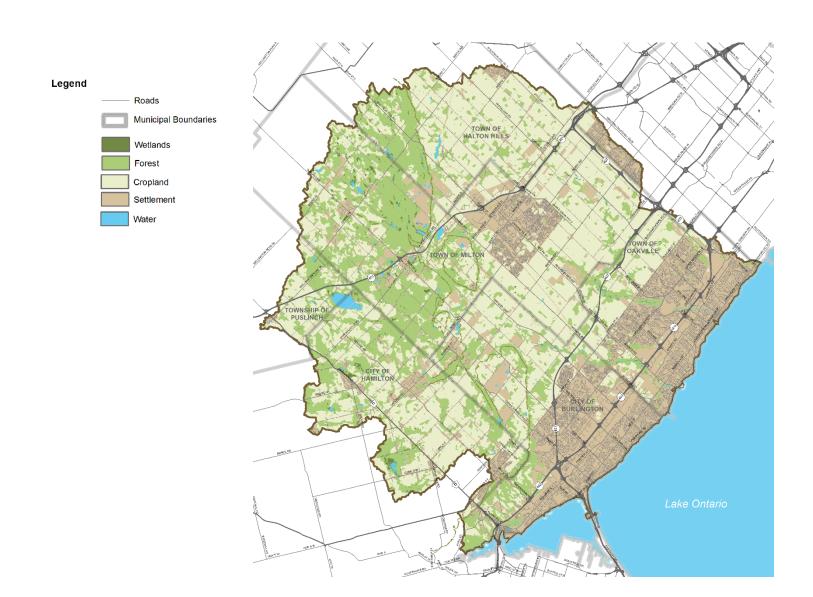


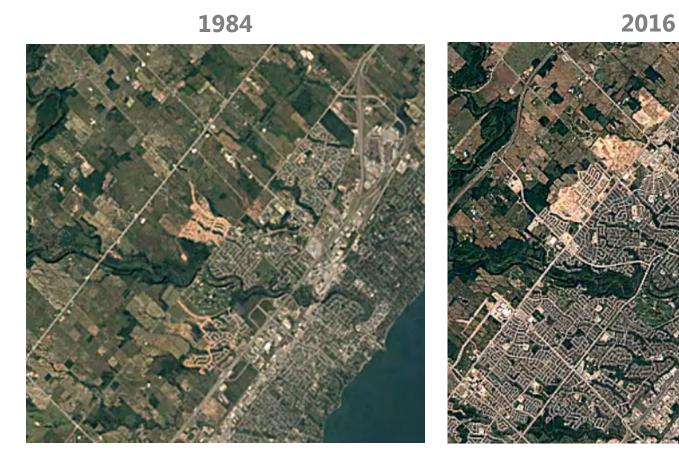


This is the strategic plan that has been guiding us for the last year and a half.

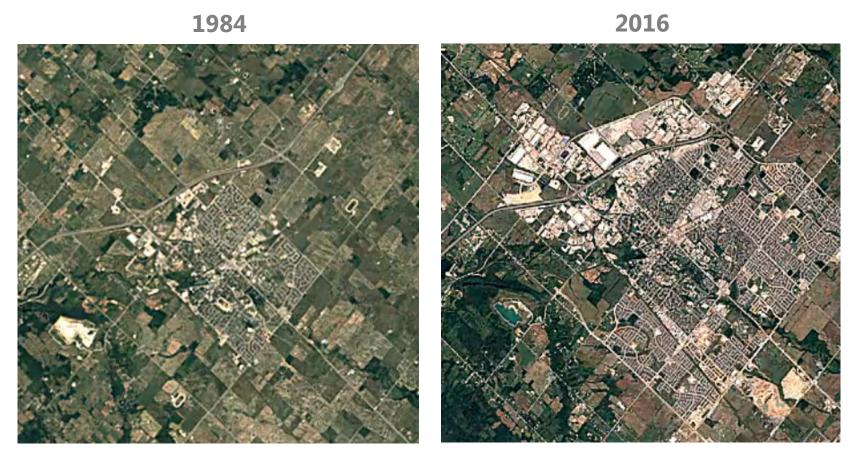








POPULATION: **75,700** POPULATION: **193,000**



POPULATION: 28,000 POPULATION: 110,100

2019 BUDGET



Long-term financing strategy for asset management developed in collaboration with Halton Region

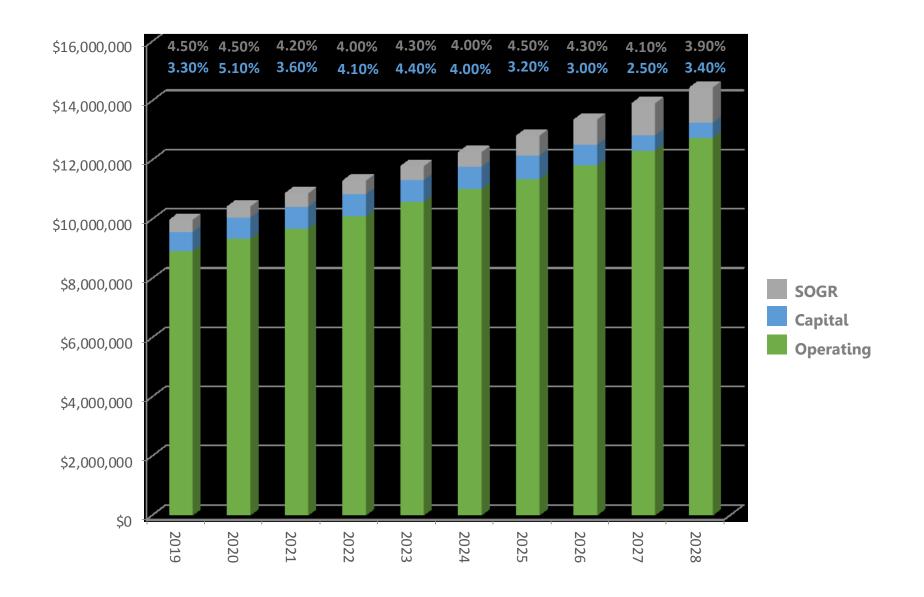


Ten-year forecast municipal funding increases within 4% to 4.5%

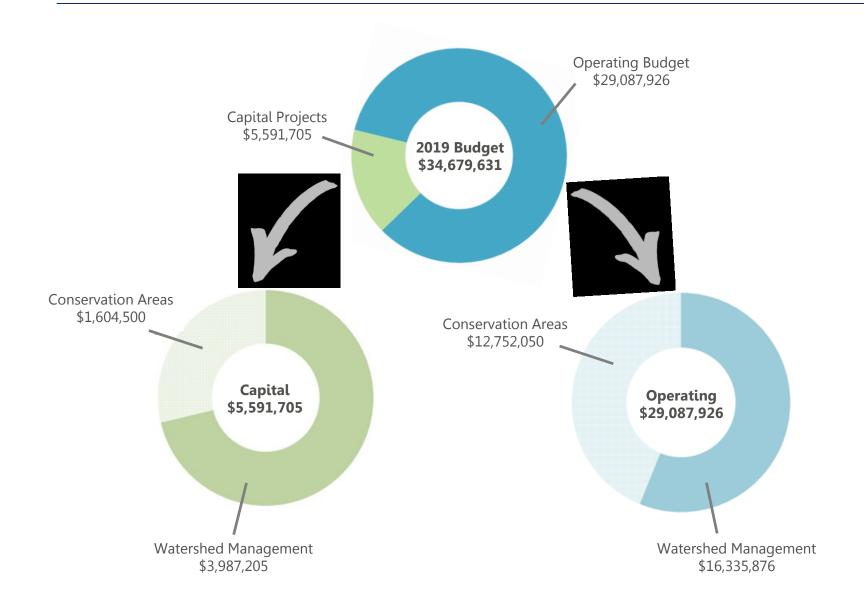


Facility Condition Assessment completed for preparation of Building Asset Management Plan

TEN-YEAR MUNICIPAL FUNDING FORECAST



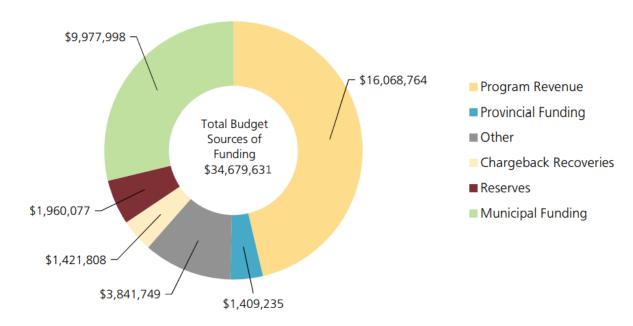
2019 BUDGET SUMMARY



	2019 Proposed Budget	2019 Municipal Funding	Change in Municipal Funding (2018)
Operating Budget	\$28,673,726	\$8,916,785	+\$311,274
Capital Budget	\$5,591,705	\$647,013	-\$9,800
State of Good Repair Levy	<u>\$414,200</u>	<u>\$414,200</u>	+\$128,200
TOTAL	<u>\$34,679,631</u>	\$9,977,998	+\$429,674

	Apportionment	2019 Municipal Funding	2018 Municipal Funding	Change
Halton	87.66%	\$8,746,484	\$8,353,342	4.7%
Hamilton	7.25%	\$722,966	\$701,659	3.0%
Peel	4.87%	\$486,378	\$471,983	3.0%
Puslinch	0.22%	\$22,170	<u>\$21,340</u>	3.9%
TOTAL	100%	<u>\$9,977,998</u>	\$9,548,324	4.5%

CONSERVATION AUTHORITY FUNDING SOURCES



	Municipal Funding	Self-Generated Revenue	Other
Conservation Authorities	54%	35%	11%
Conservation Halton			9%

WHY THE INCREASE...

	Municipal Funding	Percent Change
2018 Municipal Funding	\$9,548,324	
Drivers: Compensation at 1.75% and Other Inflation Debt Financing Charges Municipal Capital Funding Decrease	\$225,221 \$86,053 (9,800) \$301,474	2.4% 0.9% (0.1%) 3.2%
State of Good Repair (SOGR)	128,200	1.3%
Total Municipal Funding Increase	<u>\$429,674</u>	4.5%
2019 Municipal Funding	\$9,977,998	



2019 PRIORITIES



Service delivery



Emerald ash borer



Dams and channels



Floodplain mapping



Facility infrastructure



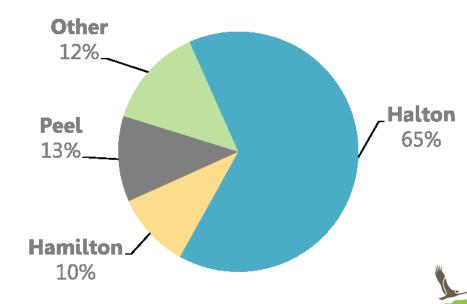
Digital infrastructure

WHO BENEFITS FROM OUR PROGRAMS AND SERVICES?



800 SEASONAL EMPLOYEES (not tax supported!)

\$4,300,000 SEASONAL WAGES 2018 (projected)



Conservation Halton



Flood management

Emergency response

Safe communities

Protected assets

WATERSHED AREA COVERED BY REAL-TIME CLIMATE STATIONS

2016 **25%** | 2017 **50%** | 2019 **70%** | 2023 **>80%**

WATERSHED AREA WITH ENHANCED FORECASTING 2016 **0%** | 2017 **10%** | 2019 **40%** | 2023 **80%**

FLOOD-PRONE WATERSHED AREA WITH GAUGES 2016 **50%** | 2017 **50%** | 2019 **70%** | 2023 **100%**



Outdoor classrooms

Teaching opportunities

Meaningful experiences

Engaged residents

3,400 WAYS OF THE WOODS campers

68,500 EDUCATION PROGRAM participants

4,000 WATER FESTIVAL school children

2,400 STREAM OF DREAMS school children



Inspiring places

Memorable experiences

Community assets

Tourism destinations

+1M projected visits to HALTON PARKS

7,600 HOPS AND HARVEST attendees

3,800 CHALLENGE COURSE participants

28,900 SKI AND SNOWBOARD rentals

6,100 BOAT AND WATER SPORT rentals



Innovative projects

Valuable partners

Collaborative science

Community *enhancement*

51 STEWARDSHIP PROJECTS completed

133 NEW ACRES of land in stewardship

\$15.93 PARTNERSHIP DOLLARS GENERATED for every dollar invested in stewardship and restoration

COMMUNITY PARTNERSHIPS



DRUMQUIN PARK, MILTON



GLENORCHY, OAKVILLE



KELSO QUARRY PARK, MILTON



HOPKIN'S TRACT, HAMILTON



BAYVIEW PARK, BURLINGTON



COURTCLIFFE PARK, HAMILTON



Progressive policies

Efficient *process*

Resilient infrastructure

Sustainable communities



rocess review completed and outcome aplementation ongoing

133 IECHNICAL REVIEWS completed

231 PERMITS processed and approved

96% MINOR PERMITS processed within 30 days

95% MAJOR PERMITS processed within 90 days



Collaborative science

Source protection

Healthy watershed

Climate resilience

95,000 TREES AND SHRUBS planted

2,400 METERS OF STREAM restored

176 ECOLOGICAL STATIONS monitored

24 GROUNDWATER STATIONS monitored

47% WATERSHED AREA mapped as vulnerable drinking water areas

6,600 EMERALD ASH BORER TREES removed

2019 SUMMARY / WHAT WE'RE INVESTING IN



PROTECTION FROM FLOODS

Safer structures
Better forecasting
Updated mapping



NATURAL RESOURCE MANAGEMENT

Collaborative science Adaptive management Source water protection



CONNECTION WITH NATURE

Sustainable recreation Education and outreach Memorable programming



EFFICIENT OPERATIONS

Digital transformation Asset management Financial sustainability

THANK YOU

for your continued support.



2019 Draft Budget

City of Hamilton January 22, 2019





Length

300 km

Area

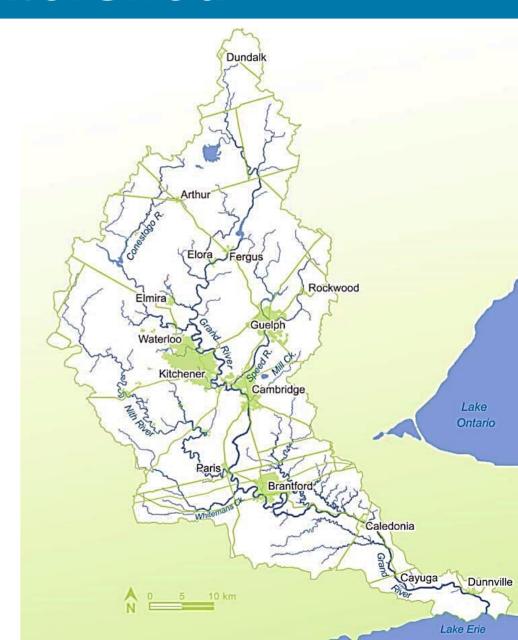
6,800 km² larger than Prince Edward Island

Flows into

Lake Erie at Port Maitland

Length of rivers and streams

11,000 km



4 major tributaries

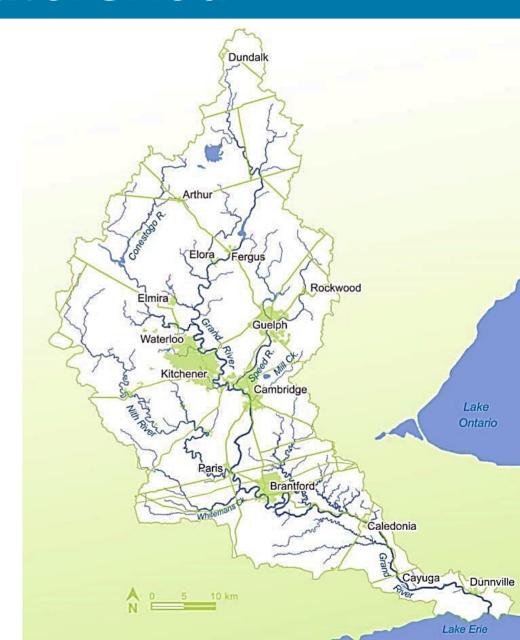
Speed, Eramosa, Nith and Conestogo

Population

Close to one million

Boundaries

39 municipalities and two First Nations 80% of people live in five cities: Kitchener, Waterloo, Guelph, Cambridge, Brantford



Farming

70% of watershed is agricultural land

Drinking water

73% wells 24 % river 3 % lake

Wastewater

30 sewage treatment plants



The Grand River watershed faces important and evolving challenges ...

Population Growth

 Need for water supplies, sewage treatment, groundwater recharge



Extensive Agriculture

- impact on water quality and quantity
- erosion needs to be addressed to protect farmland and water quality



About the Grand River Watershed

Climate Change

the issue of our time –
 presents new challenges
 including increased
 frequency of extreme
 events (floods, droughts,
 ice storms, etc.)







Strategic Priorities:

- 1. Protecting life and minimizing property damage from flooding and erosion.
- 2. Improving the health of the Grand River watershed.



Strategic Priorities:

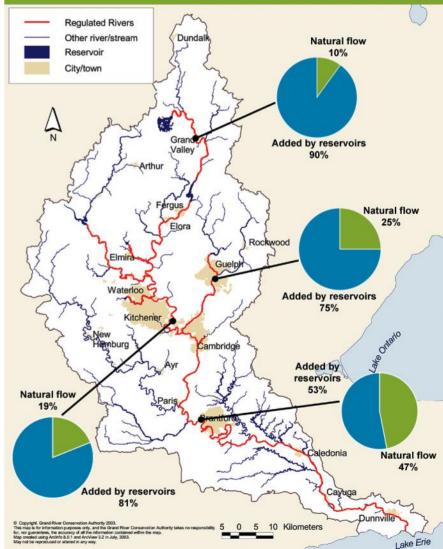
- 3. Connecting people to the environment through outdoor experiences.
- 4. Managing land holdings in a responsible and sustainable way.



Protect life and minimize property damage

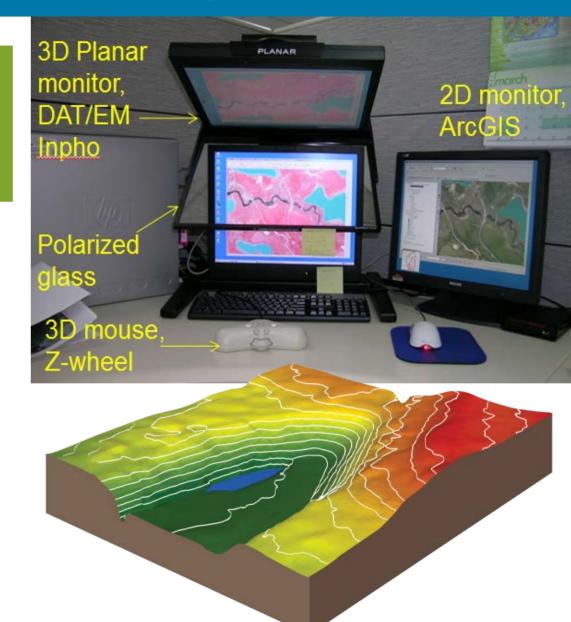
 Seven dams and reservoirs are actively managed to reduce flood damages and maintain flows

Regulated Rivers and Flow Augmentation



Protect life and minimize property damage

- Deliver value and innovation
- Improved flood forecasting and warning



Protect life and minimize property damage

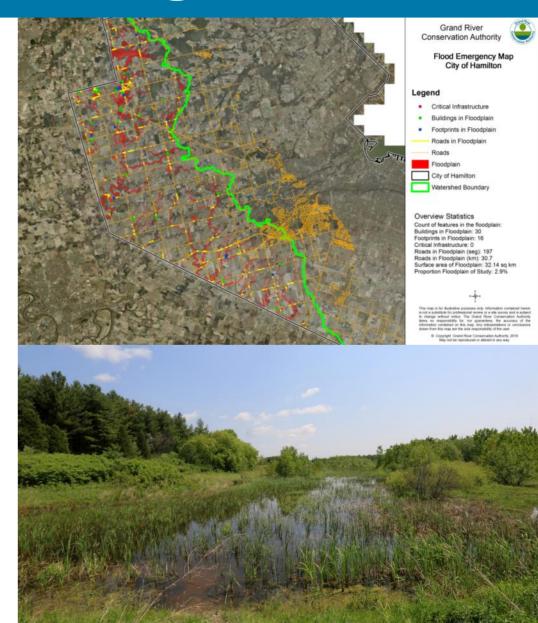


- Improved monitoring and preparedness
- Adapting to climate change



Protect life and minimize property damage

- Working with senior levels of government to find innovative ways to improve floodplain mapping
- Ability to regulate hazard areas and prevent building in wetlands



Protect life/property & Improve watershed health

Planning and Development

 Through a Memorandum of Agreement with the City, GRCA provides technical advice on Planning Act applications



Improve watershed health

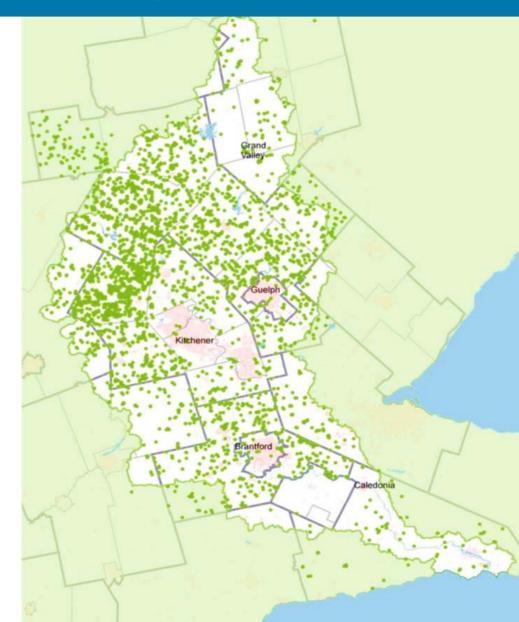
- Update to Grand River Source Protection Plan in progress
- Plan update includes new well FDL-03 and updated wellhead protection areas for the community of Lynden



Improve watershed health

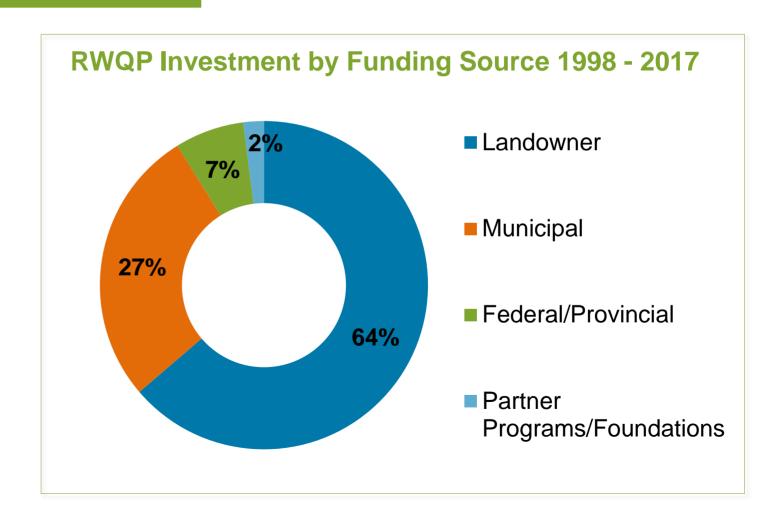
Rural Water Quality Program (RWQP) Watershed-wide success since 1998:

 More than 6,000 projects completed

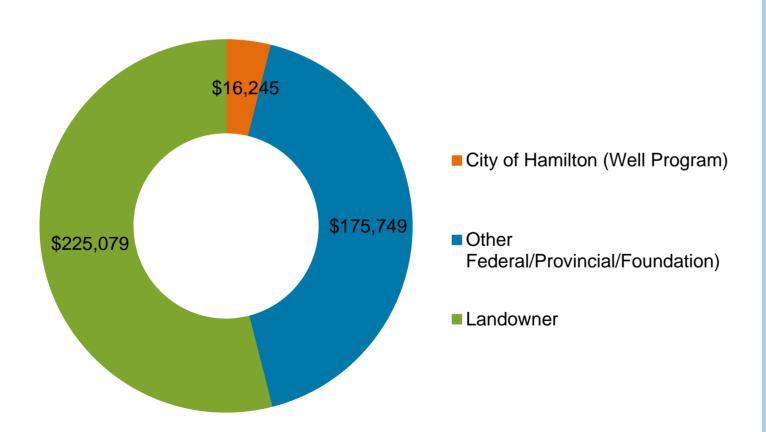


Improve watershed health

- More than \$18.3 million in grants
- More than \$50 million invested



Improve watershed health



RWQP in Hamilton since 2002:

- 118 completed projects
- \$191,994 in grants
- Landowner contribution \$225,079
- Total investment in water quality \$417,073



Improve watershed health

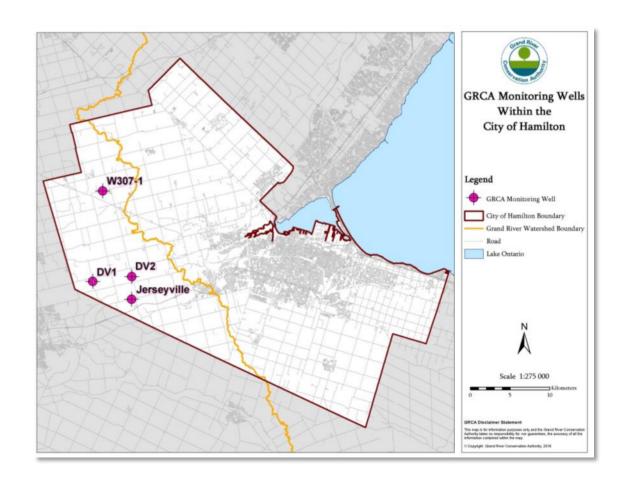
Hamilton RWQP Project Highlights since 2002:

- 6 Erosion Control structures built
- 11 fencing projects to restrict livestock from 4 km of watercourse
- 50 hectares of fragile agricultural land retired and planted to trees
- 18 wells decommissioned

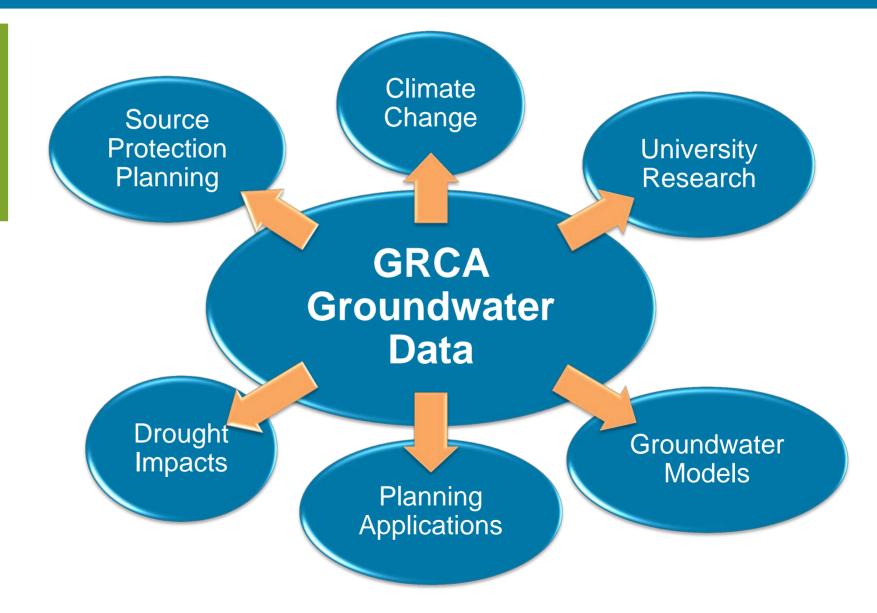
Improve watershed health

Groundwater Monitoring

- 57 long-term monitoring wells across the watershed
- 4 located in the City of Hamilton
- Wells are equipped to measure hourly groundwater levels, temperature and are sampled annually for chemistry analysis



Improve watershed health

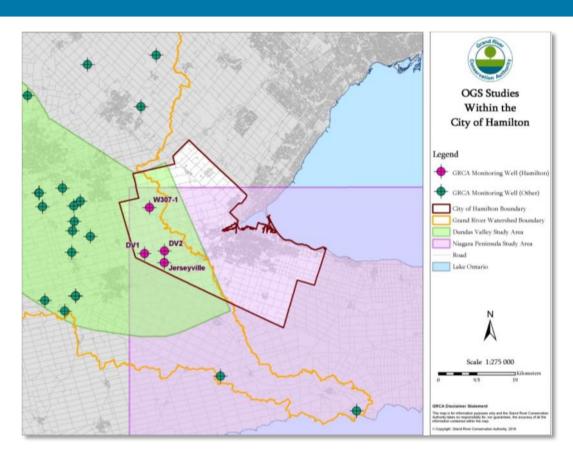


Improve watershed health

Ontario Geological Survey

- High quality geological mapping/models across Ontario
- Over \$1 million invested in geological mapping in Hamilton
- Dundas Valley project (2012) to map buried Dundas Valley feature





Outdoor Education

- More than 40,000 students participate in GRCA outdoor education programs annually
- More than 1,400 day campers in the summer of 2018
- Programming provided for more than 10,000 children and families through various community programs



Connect people with the environment



Connect people with the environment

GRCA Conservation Areas

- Weather dependent
- Revenue forecasts are prone to significant fluctuations
- Balancing revenue and visitor needs with conserving natural resources



Connect people with the environment & Responsible land management

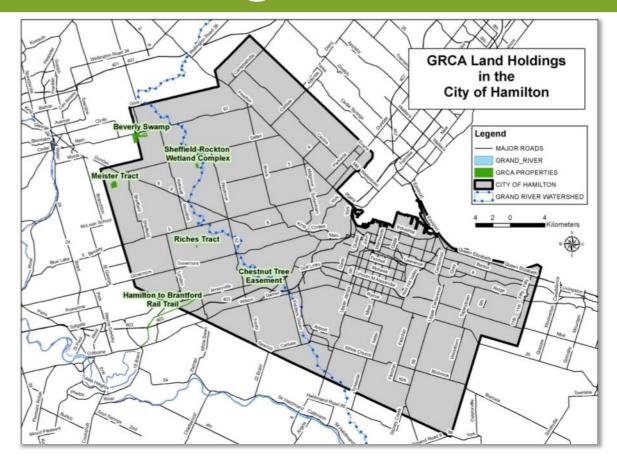
Natural Areas

 Increasing management and cost pressures due to population growth and changing demographics

GRCA Landholdings

- More than 48,000 acres of recreational and natural land
- Current initiatives include wind-down of residential tenancy program, evaluation of other program areas and hazard tree management

Responsible & sustainable land management



Timetable

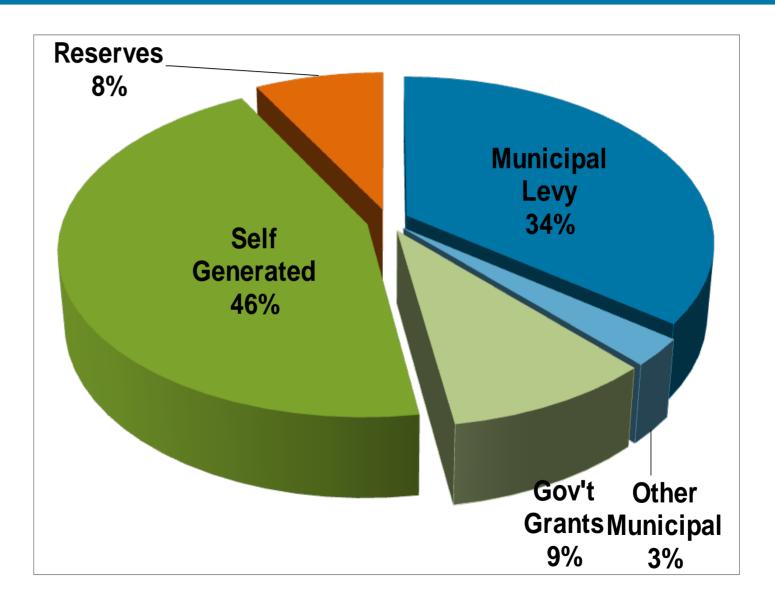
September 28, 2018	→ Draft #1 to General Meeting
January 21, 2019	→ Municipalities advised of Meeting Date for Budget
January 25, 2019	→ Draft #2 to General Meeting
February 22, 2019	→ Board Approval, 2019 Budget & Levy (AGM)

(Presentations to municipal councils between December 2018 and February 2019 as required)

Revenue by Category

2019 Budget: \$34 million

(2018: \$34.4 million)



Revenue

General Municipal Levy:

- Increasing by 2.5% to \$11,636,000 in 2019
- Operating Levy increasing 2.8% or \$284,000
- Capital Levy held constant at \$1,050,000

Special Projects:

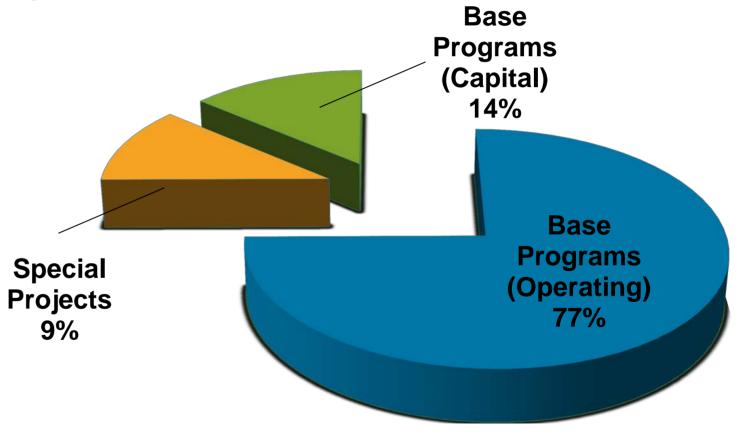
- Expenses are offset 100% by special funding sources
- Do not use general municipal levy to fund these projects



Expenditures by Category

2019 Budget: \$34 million

(2018: \$34.4 million)



Expenditures

Operating Budget (\$26.2 Million)

- Watershed Management (dams, flood forecasting, planning, lands
- Conservation Areas
- Corporate Services and Communication



Expenditures

Capital Budget (\$4.6 Million)

- Water Control Structures
- Conservation Areas



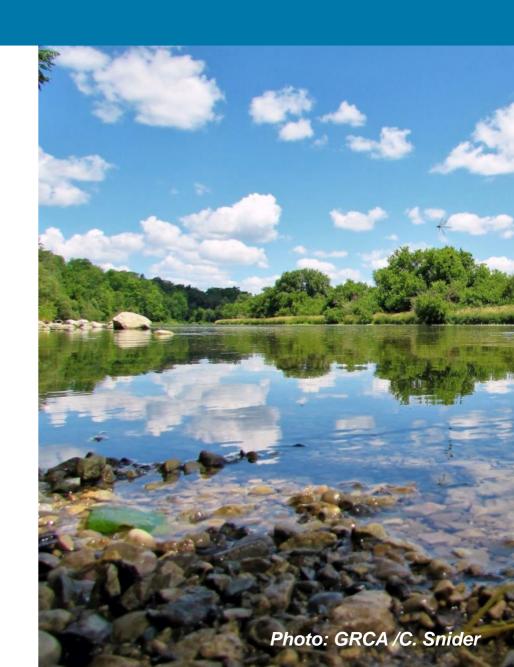
2019 Proposed Capital Projects:

Water Management Capital (\$1.5 million)

Maintenance and repairs to dikes and dams

Conservation Areas (\$2.6 million)

- Elora Gorge Campground Expansion (50 fully serviced sites)
- Elora Gorge Bridge Repairs



Expenditures

Special Projects (\$3.2 Million)

- Rural Water Quality Program
- Source Protection Program
- Emerald Ash Borer
- Children's Water Festivals
- Floodplain Mapping
- Water Management Plan
- Mill Creek Rangers



Grand River Conservation Authority Summary of Municipal Levy - 2019 Budget

DRAFT-October 26, 2018

	% CVA in	2018 CVA		CVA-Based	2018 Budget	2019 Budget	2019 Budget	2019 Budget	Actual	
	Watershed	(Modified)	CVA in Watershed	Apportionment	Matching Admin & Maintenance Levy	Non Matching Admin & Maintenance Levy	Capital Levy	Total Levy	2018 Levy	% Change
Brant County	82.9%	5,955,826,066	4,937,379,809	2.75%	23,970	267,336	28,894	320,200	326,904	-2.1%
Brantford C	100.0%	13,253,620,186	13,253,620,186	7.39%	64,343	717,622	77,561	859,526	820,175	4.8%
Amaranth Twp	82.0%	692,356,801	567,732,577	0.32%	2,756	30,740	3,322	36,818	35,971	2.4%
East Garafraxa Twp	80.0%	533,804,174	427,043,339	0.24%	2,073	23,122	2,499	27,694	26,838	3.2%
Town of Grand Valley	100.0%	429,279,822	429,279,822	0.24%	2,084	23,244	2,512	27,840	26,727	4.2%
Melancthon Twp	56.0%	507,262,719	284,067,123	0.16%	1,379	15,381	1,662	18,422	18,160	1.4%
Southgate Twp	6.0%	883,428,392	53,005,703	0.03%	257	2,870	310	3,437	3,294	4.3%
Haldimand County	41.0%	6,276,148,294	2,573,220,801	1.43%	12,492	139,328	15,059	166,879	162,607	2.6%
Norfolk County	5.0%	8,618,652,073	430,932,604	0.24%	2,092	23,333	2,522	27,947	27,566	1.4%
Halton Region	10.4%	39,536,197,403	4,121,457,995	2.30%	20,009	223,158	24,119	267,286	253,594	5.4%
Hamilton City	26.7%	82,190,675,574	21,986,005,716	12.25%	106,736	1,190,440	128,664	1,425,840	1,389,640	2.6%
Oxford County	37.3%	3,842,021,887	1,432,116,305	0.80%	6,953	77,542	8,381	92,876	90,099	3.1%
North Perth T	2.0%	1,911,183,097	38,223,662	0.02%	186	2,070	224	2,480	2,385	4.0%
Perth East Twp	40.0%	1,744,223,194	697,689,278	0.39%	3,387	37,777	4,083	45,247	43,127	4.9%
Waterloo Region	100.0%	91,711,011,599	91,711,011,599	51.11%	445,232	4,965,722	536,699	5,947,653	5,816,764	2.3%
Centre Wellington Twp	100.0%	4,490,977,731	4,490,977,731	2.50%	21,802	243,166	26,282	291,250	285,969	1.8%
Erin T	49.0%	2,319,917,492	1,136,759,571	0.63%	5,519	61,550	6,652	73,721	73,360	0.5%
Guelph C	100.0%	24,316,625,767	24,316,625,767	13.55%	118,051	1,316,632	142,303	1,576,986	1,537,580	2.6%
Guelph Eramosa Twp	100.0%	2,527,154,919	2,527,154,919	1.41%	12,269	136,834	14,789	163,892	159,913	2.5%
Mapleton Twp	95.0%	1,526,746,159	1,450,407,901	0.81%	7,041	78,533	8,488	94,062	90,132	4.4%
Wellington North Twp	51.0%	1,516,305,544	773,315,828	0.43%	3,754	41,871	4,526	50,151	49,212	1.9%
Puslinch Twp	75.0%	2,380,647,827	1,785,485,870	1.00%	8,668	96,676	10,449	115,793	111,983	3.4%
Total		297,164,066,719	179,423,514,108	100.00%	871,053	9,714,947	1,050,000	11,636,000	11,352,000	2.5%

Levy Apportionment in 2018

Mining and Lands Commissioner Decision, Dec. 21, 2017:

Background

- 26.75% of the geographic area of Hamilton is in the Grand River Watershed
 - ➤ Hamilton would pay approximately 12.2% of GRCA's levy
- 5% of the assessment of Hamilton is in the Grand River Watershed
 - ➤ Hamilton would pay approximately 2.4% of GRCA's levy

2001/2004 Agreement

- City, GRCA, NPCA, Conservation Hamilton and Conservation Halton agreed to use estimated assessment instead of geographic area
- Formalized by Resolution of the City and its four Conservation Authorities
- Agreement was abandoned by NPCA in 2015. City of Hamilton appealed.

December 21, 2017 Ruling

- The agreement is invalid because:
 - > There was no written agreement, and,
 - > Resolutions of support were not passed by all other participating municipalities
- Conservation Authorities must use the CVA formula outlined in Regulation 670/00
- GRCA has requested MNRF clarify and update regulations asap

Levy Apportionment in 2019

March 8, 2018:

City of Hamilton files a "Notice of Appeal of GRCA 2018 Levy Apportionment"

February 2019:

- Hearing date to consider Hamilton's application for a judicial review of the Mining and Lands Commissioner December 2017 ruling.
- If successful, the next step will be for the judicial review to proceed.

2019 Levy Apportionment

(based on Mining and Lands December 21, 2017 Ruling)

\$1,425,840

Difference

(potential adjustment if Judicial review rules in favour of City of Hamilton and appeal successful)

\$1,100,000 levy decrease (approximate)

Questions?



Royal Botanical Gardens 2019 Budget

	2017	2018	2018	2019
	Actual	Budget	Forecast	Budget
REVENUE				
Government Operational Funding				
Province of Ontario	4,036,000	4,036,000	4,036,000	4,036,000
Halton Region	759,930	775,129	775,129	790,632
City of Hamilton	616,094	625,335	625,335	634,715
Organitions	5,412,024	5,436,464	5,436,464	5,461,347
Operations	4 070 740	4 400 054	4 400 000	4 000 000
Admissions	1,072,719	1,102,354	1,180,000	1,298,000
Group Tours	39,686	54,000	54,000	62,000
Retail	813,696	814,057	851,024	922,106
Food and Catering Net	427,435	500,152	464,856	510,900
Rentals	524,739	567,800	475,308	513,000
Programs	892,718	904,812	850,178	931,400
Special Events	287,135	373,976	468,650	561,087
Sponsorship	2,600	60,000	27,500	50,000
	4,060,727	4,377,151	4,371,515	4,848,493
Development and Fundraising				
Business Development and Major Gifts	722,088	736,966	608,613	742,000
Annual Giving	178,569	185,038	165,000	135,500
Membership	1,000,460	981,008	1,016,008	1,117,008
Grants	1,543,504	1,042,736	1,042,736	850,153
	3,444,620	2,945,748	2,832,357	2,844,661
Other Revenue				
Fund Revenue	1,119,742	1,457,100	1,165,100	1,975,000
Other	514,779	219,827	254,000	317,804
	1,634,521	1,676,927	1,419,100	2,292,804
Total Revenue	14,551,892	14,436,290	14,059,436	15,447,305
EXPENSES				
Salaries and Benefits	8,636,528	8,853,628	8,869,696	9,204,043
General and Administrative	830,607	949,524	830,958	1,296,160
Operations	305,684	255,527	198,600	317,750
Retail Cost of Sales	414,912	397,600	463,250	461,482
Programs	238,911	170,329	235,020	210,312
Special Events	802,762	646,650	540,791	639,511
Business Development and Fundraising	355,984	257,007	189,935	288,054
Marketing	513,921	557,936	543,144	559,239
Biodiversity Expenses	639,663	568,603	434,317	612,649
Maintenance	1,042,934	1,005,401	1,036,245	1,053,885
Utilities	598,770	617,231	606,110	623,000
Garden Maintenance	128,479	147,840	100,524	149,740
Total Expenses	14,509,154	14,427,276	14,048,589	15,415,825
	17,000,107	17,721,210	17,070,000	10,410,020
NET POSITION	42,738	9,014	10,847	31,480
	12,100	0,0.1-1	.0,0 1.	31,500

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Royal Botanical Gardens

Report on the Financial Statements

We have audited the accompanying financial statements of Royal Botanical Gardens, which are comprised of the statement of financial position as at December 31, 2017, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Royal Botanical Gardens as at December 31, 2017, and its financial performance and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Ancaster, Ontario June 21, 2018 Chartered Professional Accountants Licensed Public Accountants

Groundow Corners

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS (A Corporation without Share Capital) STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2017

ASSETS

	2017	2016
CURRENT ASSETS		
Cash	\$ 607,750	\$ 1,702,534
Accounts receivable	562,945	540,114
Government remittances receivable	256,567	95,964
Inventory	232,112	180,615
Prepaid expenses and deposits	143,873	225,599
	1,803,247	2,744,826
INVESTMENTS (note 3)	18,417,496	18,139,416
CAPITAL ASSETS (note 5)	41,738,575	41,218,022
	\$ 61,959,318	\$ 62,102,264
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Demand loan (note 4)	\$ -	\$ 1,202,495
Accounts payable	2,090,690	1,315,513
Deferred revenue	1,579,654	1,714,533
Deferred capital funding	2,675,263	2,826,486
Deferred operating contributions (note 7)	7,332,777	7,935,726
	13,678,384	14,994,753
DEFERRED CAPITAL CONTRIBUTIONS (note 6)	39,710,818	38,983,002
	53,389,202	53,977,755
NET ASSETS		
Unrestricted (note 8)	2,626,705	2,430,304
Internally restricted (note 9)	3,069,299	2,887,610
Endowments (note 10)	2,874,112	2,806,595
	8,570,116	8,124,509
	\$ 61,959,318	\$ 62,102,264

Commitments and contingencies (note 12)

Approved by the Board

Director

ROYAL BOTANICAL GARDENS (A Corporation without Share Capital) STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2017

	2017	2016
REVENUE		
Operating grants		
Province of Ontario - Ministry of Tourism, Culture and Sport	\$ 4,036,000	\$ 4,036,000
City of Hamilton	616,094	605,200
Regional Municipality of Halton	759,930	747,963
	5,412,024	5,389,163
Admissions, memberships and other program revenue (note 14)	4,394,082	3,563,373
Mandated activities (note 14)	3,695,296	3,286,238
Development - donations (note 14)	763,864	805,351
Investment income (note 14)	225,768	158,076
Amortization of deferred capital contributions (note 5)	3,106,049	2,426,440
	17,597,083	15,628,641
EXPENSES		
Admissions, memberships and other program expenses	3,090,293	2,531,177
Maintenance and equipment	2,757,783	2,373,130
Administration	2,272,017	2,100,929
Development fundraising	722,210	585,552
Mandated activities		
Horticulture - gardens, parklands and collections	2,216,531	2,298,173
Conservation and environmental programs	1,195,987	1,243,300
Scientific and research programs	651,558	553,323
Education programs	1,541,922	1,478,501
Amortization of capital assets (note 5)	3,106,049	2,426,440
	17,554,350	15,590,525
EXCESS OF REVENUE OVER EXPENSES FOR OPERATIONS	42,733	38,116
Change in unrealized gain on investments	157,386	171,759
Unrestricted estate donation (note 9)		88,929
EXCESS ADDED TO NET ASSETS FOR THE YEAR	\$ 200,119	\$ 298,804

ROYAL BOTANICAL GARDENS
(A Corporation without Share Capital)
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2017

			_	Internally						
	\supset	Jnrestricted	_	restricted	Ē	Endowments		Total		Total
		(note 8)		(note 9)		(note 10)		2017		2016
NET ASSETS, BEGINNING OF THE YEAR	₩	2,430,304	₩	2,887,610	↔	\$ 2,806,595	₩	\$ 8,124,509 \$	10	7,556,664
Excess of revenue over expenses for operations		42,733		1				42,733		38,116
Unrestricted estate donation		•		r		•		ε		88,929
Endowment contributions		r		Ü		1,200		1,200		2,527
Endowment funds drawn		0)		i		(8,437)		(8,437)		*
Amortization of investment in capital assets		(3,718)		ľ		•		(3,718)		(3,718)
Investment income allocations		((•)		134,468		17,148		151,616		124,729
Change in unrealized gain on investments		157,386		47,221		27,606	1	262,213		317,262
NET ASSETS, END OF THE YEAR	₩	2,626,705	€	3,069,299	₩	2,874,112	↔	\$ 2,626,705 \$ 3,069,299 \$ 2,874,112 \$ 8,570,116 \$ 8,124,509	,	3,124,509

(The accompanying notes form an integral part of these financial statements)

ROYAL BOTANICAL GARDENS (A Corporation without Share Capital) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2017

	2017	2016
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Excess of revenues over expenses for the year	\$ 200,119	\$ 298,804
Adjustments for:		
 amortization of deferred capital contributions 	(3,102,331)	(2,422,722)
 amortization of investment in capital assets 	(3,718)	(3,718)
 deferred operating contributions recognized as revenue 	(1,166,346)	(911,428)
- amortization of capital assets	3,106,049	2,426,440
- change in unrealized gain on investments	(157,386)	(171,759)
	(1,123,613)	(784,383)
Net changes in non-cash working capital balances from operations	337,364	(143,612)
Cash provided by (used in) operating activities	(786,249)	(927,995)
INVESTING AND FINANCING ACTIVITIES		
Decrease in demand loan	(1,202,495)	(402,193)
Acquisition of capital assets	(3,626,602)	(1,944,685)
Increase in endowments	9,911	19,339
Allocated investment income to internally restricted net assets	134,468	107,917
Deferred operating contributions and allocated investment income	439,461	407,251
Capital contributions used during the year	3,830,147	3,359,205
Decrease (increase) in cost of investments	106,575	(828,293)
Cash provided by (used in) investing and financing activities	(308,535)	718,541
DECREASE IN CASH DURING THE YEAR	(1,094,784)	(209,454)
CASH AT BEGINNING OF THE YEAR	1,702,534	1,911,988
CASH AT END OF THE YEAR	\$ 607,750	\$ 1,702,534

1. DESCRIPTION

Royal Botanical Gardens (the "RBG") is one of Canada's premier cultural, educational and scientific institutions, comprised of more than 1,100 hectares of horticultural display gardens, arboretum, woodlands, wetlands and 30 kilometres of trails. The RBG receives transfer payments from the Ontario Ministry of Tourism, Culture and Sport and receives additional support from the City of Hamilton (the "City"), the Regional Municipality of Halton, the RBG members, the Auxiliary of the Royal Botanical Gardens (the "Auxiliary"), many corporations, foundations and individuals.

The Auxiliary is incorporated under the laws of Ontario as a separate corporation without share capital and was established to promote the objects and interests of the RBG through volunteer service. The activities of the Auxiliary are undertaken with the approval of the Board of Directors (the "Board") of the RBG and any profits are to be used by the RBG. The accounts of the Auxiliary are not consolidated in these financial statements.

The RBG is a registered charity under the Income Tax Act (Canada) and, as such, is exempt from income taxes.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations applied within the framework of the significant accounting policies summarized below:

(a) Revenue Recognition

- (i) Grants are recorded as revenue when the related expenses have been incurred and the applications for the grants have been approved by the relevant government agencies. Grants received in advance of incurring the related expenses are included on the statement of financial position as deferred revenue.
- (ii) Unrestricted donations, admission fees, membership fees, other program fees, event revenue, food and beverage revenue, rental revenue and garden shop revenue are recognized as revenue in the year in which they are received. Restricted donations are deferred and recognized as revenue in the year in which the related expenses are incurred.
- (iii) Externally restricted contributions for depreciable capital assets are deferred and amortized over the life of the related assets. Externally restricted contributions for non-depreciable capital assets are recorded as a direct increase in unrestricted net assets. Externally restricted capital asset contributions that have not been spent are recorded as part of deferred capital contributions on the statement of financial position.
 - Self-funded contributions for depreciable capital assets are deferred and amortized over the life of the related assets. Self-funded capital asset contributions that have not been expended are recorded as part of net assets invested in capital assets on the statement of financial position.
- (iv) Endowment contributions are recognized as a direct increase in endowment net assets in the year in which they are received.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) Contributed Services

Volunteers contribute numerous hours per year to assist RBG in carrying out its activities. Due to the difficulty in determining their fair value, contributed services have not been recognized in the financial statements.

(c) Donations In-Kind

Donations in-kind are recorded at their estimated fair market value at the date of donation and disclosed in Note 14, reconciling total development - donations.

(d) Measurement of Financial Instruments

The RBG initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The RBG subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments as described in note 2(e).

Financial assets measured at amortized cost include cash and accounts receivable. Financial liabilities measured at amortized cost include demand loan and accounts payable. The RBG has designated all portfolio investments to be measured at fair value as described in note 2(e).

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(e) Investments

All investments are recorded at fair value. The quoted market price was used to estimate the fair value of the financial instruments held as investments.

Investment income, net of investment management fees, is allocated to the restricted deferred funds and statement of operations on a prorated basis. The ratio of total endowments, internally restricted net assets and deferred operating contributions at the beginning of the month divided by the total average investment cost for the month is calculated. This ratio is then applied to the total net investment income earned for the month to determine the amount of investment income to apply to the deferred operating contributions, internally restricted net assets and endowments. Remaining unallocated net investment income is recorded in the statement of operations.

Unrealized gains and losses on investments are allocated to the restricted deferred funds and unrestricted net assets on a prorated basis. The ratio, described above, is applied to the total unrealized gains and losses at month end to determine the amount of unrealized gains and losses to apply to the deferred operating contributions, internally restricted net assets and endowments. Remaining unallocated unrealized gains and losses are included in unrestricted net assets. The change in unrestricted unrealized gains and losses are recorded in the statement of operations. When investments are sold, realized gains and losses are recognized in investment income.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(f) Inventory

Inventory, consisting of items available for sale in the RBG gift shop, is valued at the lower of cost or net realizable value. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business, less any applicable variable selling costs.

Included in admissions, memberships and other program expenses is \$411,433 (2016: \$364,739) of inventory expensed during the year.

(g) Capital Assets

Capital assets are recorded at cost, except for donated assets, which are recorded at fair market value at the date of contribution. The fair market value of previously donated land could not be determined and therefore, the total 1,100 hectares of land have been recorded at a nominal value of \$9,428.

Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	40 years
Mechanical equipment	20 years
Gardens and natural area infrastructures	20 years
Roadways and parking lots	20 years
Vehicles and equipment	5 years
Furniture and fixtures	10 years
Computer equipment	3 years
Media stock	5 years
Exhibits	3 years

Contributed capital assets are recognized at the fair value at the date of contribution. The contribution is recognized as revenue on the same basis as the amortization expense of the contributed capital asset.

Construction in progress is not amortized until the assets are available for use. During the year, interest of nil (2016: \$51,103) was capitalized during the construction.

When a capital asset no longer has any long term service potential to the RBG, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations.

(h) Use of Estimates

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Such estimates include the useful lives of capital assets, allowances for inventory obsolescence, allowances for doubtful accounts and accruals. Actual results may vary from the current estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known.

3. INVESTMENTS

The investments consist of funds that are professionally managed, diversified and are invested in the following categories: cash and near cash securities, fixed income securities and equity securities.

		2017		2016
Cost of investments at December 31	\$	15,576,030	\$	15,682,605
Unrealized gain on investments		2,841,466		2,456,811
Market value of investments at December 31	\$	18,417,496	\$	18,139,416
Investments are valued at residue at a stress of a			. 11	
Investments are valued at market as at yearend and securities:	l are comp	osed of the fo	ollow	ving types of
•	are compo	osed of the fo	ollov \$	ving types of 1,025,825
securities:	·			<i>o</i> ,,

4. DEMAND LOAN

The RBG has the following facilities available:

- Credit facility #1 - Overdraft lending account up to \$2,000,000 for operating requirements. The facility bears interest at prime plus 0.5%. As at December 31, 2017, the facility was not drawn upon (2016: nil).

18,417,496

18,139,416

- Credit facility #2 - Demand loan up to \$2,000,000 to provide bridge financing for capital projects as required. The facility bears interest at prime plus 0.75% and is repayable at the discretion of RBG. As at December 31, 2017, nil (2016: \$1,202,495) of the demand loan was drawn upon.

As at December 31, 2017, the RBG has a letter of credit in the amount of nil (2016: \$22,054) in favour of the City of Hamilton for the Rock Garden project.

Security for the facilities includes the following:

- General security agreement providing a first charge over all accounts receivable, inventory and equipment other than leased assets, land and buildings, plants, living collections, library artifacts, patents and investments;
- Bank to be named as loss payee on business and fire insurance; and
- Assignment and pledge of investment portfolio registered in Ontario under the Personal Property Security Act (PPSA) with enabling resolution. The market value of the investment portfolio pledged as collateral at December 31, 2017 is \$3,207,013 (2016: \$3,035,281), which are included with investments on the statement of financial position.

5. CAPITAL ASSETS

The change in net book value of capital assets is due to the following:

	2017	2016
Balance, beginning of the year	\$ 41,218,022	\$ 41,699,777
Purchase of capital assets funded by deferred capital		
contributions	2,708,475	1,856,505
Purchase of internally funded capital assets	918,127	1
Capital assets contributed during the year	2	88 <i>,</i> 180
Amortization of capital assets	(3,106,049)	(2,426,440)
Balance, end of the year	\$ 41,738,575	\$ 41,218,022

Amortization of capital assets agrees to amortization of deferred capital contributions of \$3,102,331 (2016: \$2,422,722) and amortization of investment in capital assets of \$3,718 (2016: \$3,718), which has been recognized as revenue during the year.

Capital assets consist of the following:

				2017		2016
			Α	ccumulated		
	C	ost	Α	mortization	 Net	Net
Land	\$ 8	376,681	\$	3#0	\$ 876,681	\$ 876,681
Buildings	33,8	351,765		13,936,934	19,914,831	20,743,643
Mechanical equipment	3,9	959,984		2,445,790	1,514,194	1,039,251
Gardens and natural						
area infrastructures	21,7	786,614		6,148,213	15,638,401	16,592,394
Roadways and parking lots	2,4	193,900		2,142,323	351,577	451,450
Vehicles and equipment	2,8	323,139		2,528,306	294,833	381,420
Furniture and fixtures	2,7	62,471		1,913,741	848,730	954,517
Computer equipment	2,1	75,739		2,140,493	35,246	105,182
Media stock	2	252,244		252,244	-	i i
Exhibits	9	85,806		944,139	41,667	73,484
Construction in progress	2,2	22,415			2,222,415	Δ.
	\$ 74,1	90,758	\$	32,452,183	\$ 41,738,575	\$ 41,218,022

6. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions consist of the following:

	 2017	 2016
Balance, beginning of the year	\$ 38,983,002	\$ 38,046,519
Capital contributions used during the year	3,830,147	3,359,205
Amortization of deferred capital contributions	 (3,102,331)	(2,422,722)
Balance, end of the year	\$ 39,710,818	\$ 38,983,002

7. DEFERRED OPERATING CONTRIBUTIONS

The change in deferred operating contributions is due to the following:

	 2017	2016
Balance, beginning of the year	\$ 7,935,726 \$	8,293,528
Contributions received from corporate and private sources	2,036	3,226
Amount drawn from funds during the year	(1,166,346)	(911,428)
Investment income allocation	299,741	305,459
Restricted investment income earned on endowments	137,684	98,566
Change in market value of investments	123,936	146,375
	(602,949)	(357,802)
Balance, end of the year	\$ 7,332,777 \$	7,935,726

Deferred operating contributions consist of the following major external restrictions:

Staffing and administration	 749,781		806,678
Collections Science and education	208,230 1,149,307		190,765 1,110,258
Gardens and natural lands	5,124,954	·	5,625,984
Operations	\$ 100,505	\$	202,041

8. UNRESTRICTED NET ASSETS

Unrestricted net assets consists of the following:

		Invested in	
	Unrestricted	capital assets	Total
Balance, beginning of the year	\$ 1,062,793	\$ 1,367,511	\$ 2,430,304
Excess of revenues over expenses for operations	42,733	-	42,733
Purchase of internally funded capital assets	(918,127)	918,127	=
Amortization of investment in capital assets	=	(3,718)	(3,718)
Funds received relating to prior years' internally funded capital assets	1,122,001	(1,122,001)	-
Change in unrealized gain on investments	157,386		157,386
Balance, end of the year	\$ 1,466,786	\$ 1,159,919	\$ 2,626,705

Amounts pledged towards the Rock Garden campaign are not recognized until the cash is received. As cash is received in future periods, amounts will be transferred from net assets invested in capital assets back to unrestricted net assets. The contributions received will be recorded in deferred capital contributions on the statement of financial position and amortized over the life of the Rock Garden assets.

9. INTERNALLY RESTRICTED NET ASSETS

During the year, the RBG received an unrestricted estate donation in the amount of nil (2016: \$88,929). The donation is internally restricted by the RBG Board of Directors for maintaining the garden areas and strategic initiatives. The RBG Board will approve the use of these funds. During the year, no amounts were drawn from the internally restricted net assets.

10. ENDOWMENTS

Contributions restricted for endowments consist of donations received by the RBG where the endowment principal is required to remain intact. Accordingly, these amounts are classified as long term investments. The investment income generated from the endowments must be used in accordance with the purposes established by donors.

	 2017	2016
Balance, beginning of the year	\$ 2,806,595 \$	2,707,997
Endowments received from private sources	1,200	2,527
Amount drawn from funds during the year	(8,437)	=
Investment income required to be held as endowment	17,148	16,812
Change in market value of investments	57,606	79,259
Balance, end of the year	\$ 2,874,112 \$	2,806,595

11. AUXILIARY OF THE ROYAL BOTANICAL GARDENS

The accounts of the Auxiliary are presented separately and are not consolidated in these financial statements. Due to the nature of the operations, all of the net assets of the Auxiliary represent unrestricted funds. As at December 31, 2017, the balance of unrestricted funds of the Auxiliary was \$88,777 (2016: \$122,244). During the year, the Auxiliary made donations of \$25,500 (2016: \$25,500) to the RBG.

12. COMMITMENTS AND CONTINGENCIES

In the ordinary course of business, the RBG may be contingently liable for litigation and claims with customers, suppliers and former employees. Management believes that adequate provisions have been recorded in the accounts where required. Although it is not possible to accurately estimate the extent of potential costs and losses, if any, management believes, but can provide no assurance, that the ultimate resolution of such contingencies would not have a material adverse effect on the financial position of the RBG.

13. RECLASSIFICATION

Certain 2016 comparative amounts were reclassified to conform to the current year's financial statement presentation.

14. REVENUE

Admissions and special events	nsists \$							
Admissions and special events			Admissions, memberships and other program revenue consists of:					
		1,503,051	\$	1,098,439				
Membership fees		1,000,460		893,047				
Food and beverage		392,933		304,780				
Rentals		559,240		453,783				
Garden shop sales		813,696		712,825				
Other income		124,702		100,499				
Total admissions, memberships and other programs	\$	4,394,082	\$	3,563,373				
Mandated activities consists of:								
		760 401		707 200				
Horticulture - gardens, parklands and collections		760,401		727,200				
Conservation and environmental programs Scientific and research programs		568,487		905,513				
Education programs		494,839 1,871,569		330,206 1,323,319				
Total mandated activities	\$	3,695,296	\$	3,286,238				
Total Handated dollyttes	Ψ	3,033,230	Ψ	3,200,238				
Donations received during the year	\$	3,835,391	\$	4,806,511				
Add: Prior year deferred amounts recognized as revenue								
Deferred revenue		99,133		209,322				
Deferred operating contributions		1,166,346		911,428				
Green angel deferred donations		72,373		50,295				
Deferred revenue grants		902,746		511,868				
Less: Donations deferred for future years		·		,				
Donations included in deferred revenue		(220,071)		(30,000)				
Green angel donations included in deferred revenue		(59,817)		(74,900)				
Deferred grants included in deferred revenue		(1,352,168)		(1,296,301)				
Deferred operating contributions		(2,400)		(5,755)				
Deferred capital contributions		(1,433,301)		(2,255,016)				
Donations recognized as mandated revenue		(2,200,527)		(1,796,031)				
Donations-in-kind		(43,841)		(137,141)				
Donations recognized as internally restricted		(10,011)		(88,929)				
Total development - donations	\$	763,864	\$	805,351				
Investment income earned during the year	\$	922,258	\$	787,012				
Less: Investment management fees	_	(107,449)		(100,182)				
Net investment funds available for allocation		814,809		686,830				
Allocation to deferred operating contributions		(437,425)		(404,025)				
Allocation to internally restricted net assets		(134,468)		(107,917)				
Allocation to endowments		(17,148)		(16,812)				
Total investment income	\$	225,768	\$	158,076				

15. FINANCIAL INSTRUMENTS

Risks and Concentrations

The RBG is exposed to various risks through its financial instruments. The following analysis provides a measure of the RBG's risk exposure and concentrations at December 31, 2017.

(a) Liquidity Risk

Liquidity risk is the risk that the RBG will encounter difficulty in meeting obligations associated with financial liabilities. The RBG is exposed to this risk mainly in respect of its demand loan and accounts payable. The RBG's objective in managing liquidity risk is to maintain sufficient readily available reserves in order to meet its liquidity requirements at any point in time. The RBG achieves this by maintaining sufficient cash and cash equivalents.

(b) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The RBG's main credit risks relate to its accounts receivable. The RBG provides credit to its clients in the normal course of its operations.

(c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The RBG is exposed to currency risk, interest rate risk and other price risk.

(i) Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Some of the RBG's assets are exposed to foreign exchange fluctuations. As at December 31, 2017, cash of \$21,395 (2016: bank indebtedness of \$10,463) is recorded in US dollars and converted into Canadian dollars. Approximately 40% (2016: 41%) of the RBG's investments are held in US dollars and converted into Canadian dollars.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The RBG is exposed to interest rate risk on its floating interest rate demand loan, which subjects the RBG to a cash flow risk.

(iii) Other Price Risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). The RBG is exposed to other price risk due to a substantial portion of its assets being held in investments, which are susceptible to fluctuations in market values. To manage this risk, RBG management and the Board of Directors reviews its investment strategies at least annually with the RBG's investment advisor.

HAMILTON CONSERVATION AUTHORITY BUDGET PRESENTATION Conservation Authority Conservation Authority Conservation Authority Conservation Authority Conservation Authority CITY OF HAMILTON

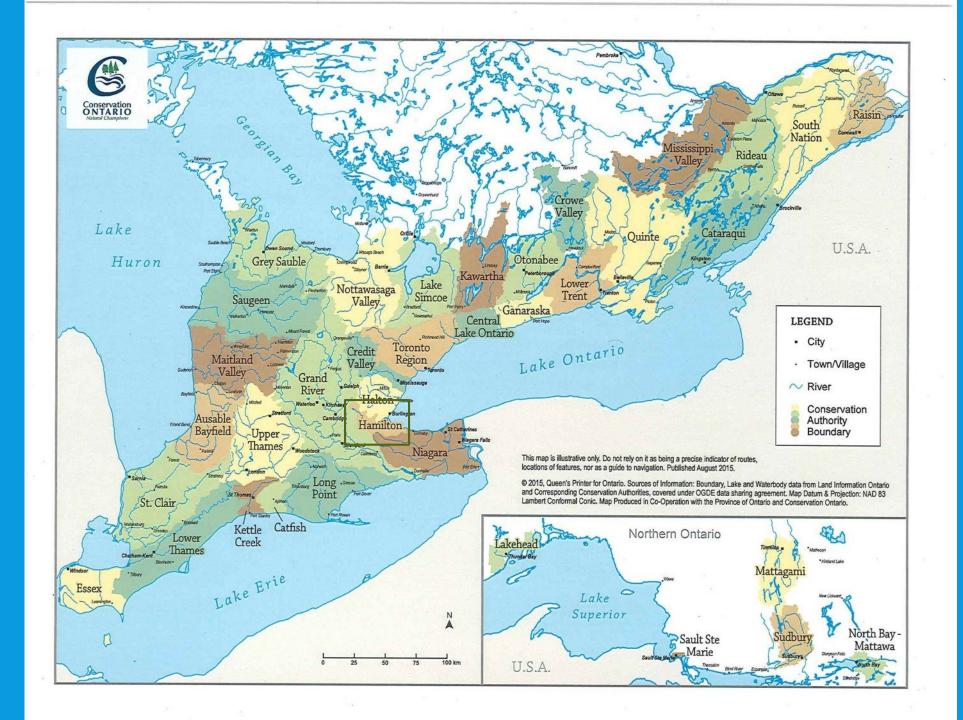
January 22, 2019



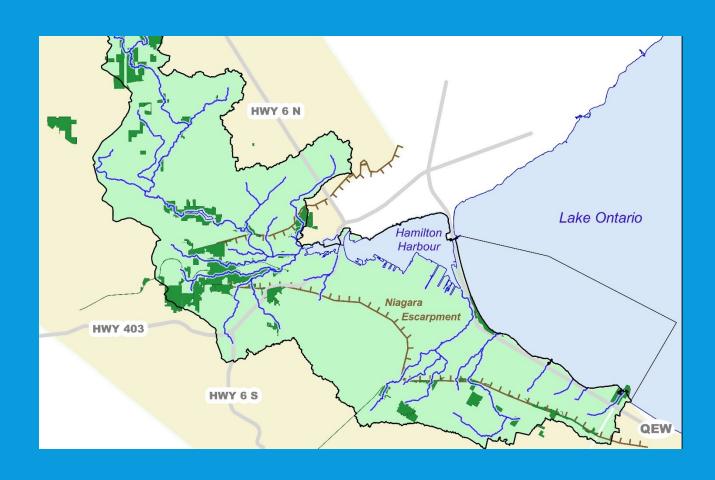
A Healthy Watershed for Everyone







HCA WATERSHED



- 2 member municipalities: City of Hamilton and Township of Puslinch
- Our creeks flow into Hamilton Harbour and Lake Ontario
- Spencer, Borer's, Chedoke and Red Hill to the Harbour
- Battlefield, Stoney and numbered watercourses to Lake Ontario

HCA LANDHOLDINGS

 Major land owner within our watershed area owning/managing 4,484 hectares (11,079 acres) of land which represents 10% of our watershed



• These lands are locally, provincially and in some cases, internationally significant and include features such as forests, prairie, wetlands, watercourses, karst, Lake Ontario shoreline and the Niagara Escarpment

RECREATION OPPORTUNITIES

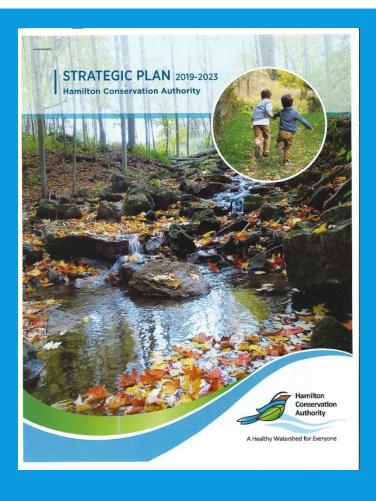
- Wide range of recreation for residents of Hamilton and beyond
 - 6 major conservation areas
 - extensive recreational trails with "crown jewel" of Dundas Valley
 - 300 camp sites
 - waterfalls
 - 2 recreational lakes for swimming areas
 - boat rental & fishing
 - 340 slip marina
 - historical village
- Recreation is a key contributor to our self generated revenues







NEW HCA STRATEGIC PLAN



Vision

 A Healthy Watershed for Everyone

Mission

 To lead in the conservation of our watershed and connect people to nature

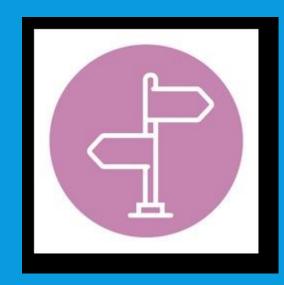
HCA STRATEGIC PLAN PRIORITY AREAS



Education & Environmental Awareness



Conservation Area Experience



Organizational Excellence



Natural Heritage Conservation



Water Management

HAMILTON WATERFALLS









 Keeping visitors safe is a priority

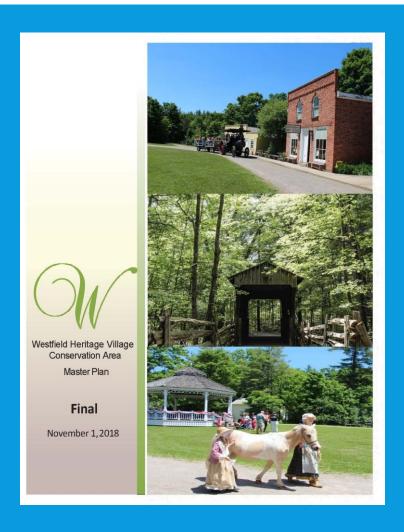


SHUTTLE BUS SERVICE FOR SPENCER GORGE



- Shuttle hub moved to Christie Lake Conservation Area
- Operated weekends and public holidays from May until end of October
- Over 16,000 cars parked offsite, roughly 48,000 visitors utilized the shuttle
- Partnership and collaboration with municipal bylaw, enforcement and Hamilton police is key

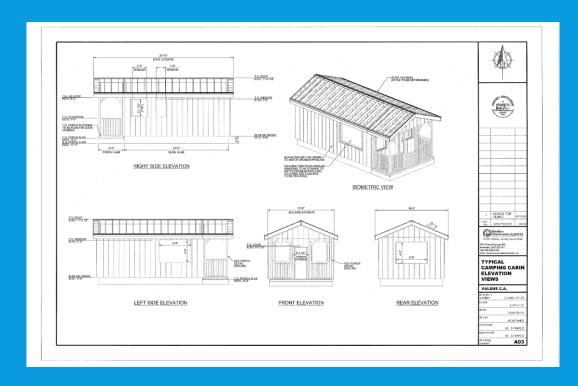
MASTER PLANNING



- Master planning over the next decade will provide updated guiding documents for all areas
- Westfield was completed in 2018
- With the acquisition of an additional 144 acres of natural areas acquired since 2015, Westfield Heritage Village will evolve to become a Conservation Area

ROOFED CAMPING (GLAMPING)

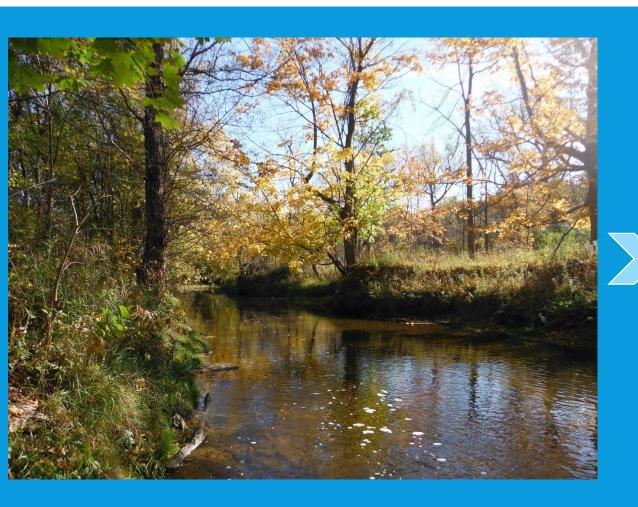
Cabins



Coming to Valens Lake

- Imagine enjoying all the beauty and nature of a conservation area without having to bring much gear or sleep in a tent
- Maybe you are new to camping and want the experience without having to invest in equipment or perhaps you used to be a camper and no longer want to sleep on the ground

LOWER SPENCER FISH HABITAT IMPROVEMENT PROJECT





BUILD IT.....AND THEY WILL COME

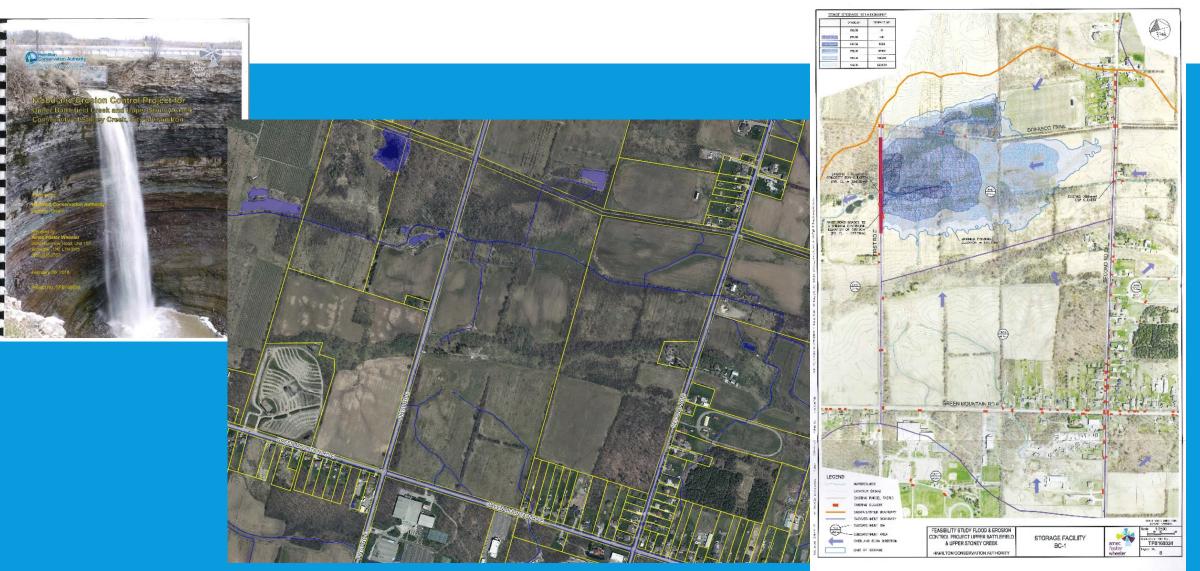


GYPSY MOTH SPRAY





SALTFLEET CONSERVATION AREA WETLAND RESTORATION ENVIRONMENTAL ASSESSMENT



PLANTING PROJECTS





STORMWATER STEWARDSHIP GRANTS FOR PRIVATE PROPERTY OWNERS



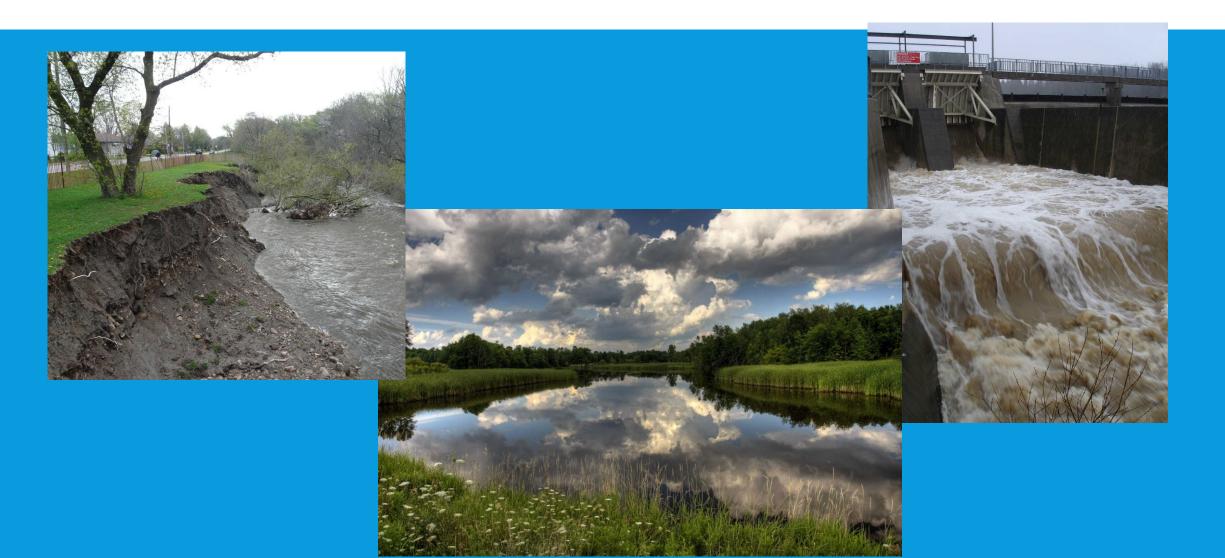
 Eligible projects include bioswales, downspout disconnections, infiltration trenches, permeable pavement/concrete/pavers, rain gardens, and water retention/storage

Help filter and reduce stormwater runoff flowing into the municipal sewer system, local creeks, Cootes

Paradise, Hamilton Harbour and Lake Ontario



FLOODPLAIN MAPPING UPDATE PROGRAM 2019 – STONEY CREEK & BATTLEFIELD CREEK



HCA 2019 Budget Details As approved by HCA Board of Directors November 1, 2018

GOALS

1) Support Conservation Authorities Act mandate

2) Operate on a cash neutral/positive basis

3) Budget for no greater levy increase than recommended by City Council/staff

OPERATE ON A CASH NEUTRAL / POSITIVE BASIS

Revenues are a combination of:

- Self generated commercial sales
- Corporate and individual donations and grants
- Federal and provincial grants
- Municipal special project grants
- Municipal levy
- 2019 \$13.2 million

Expenses are a combination of:

- Salaries, wages and staff expenses
- Fleet operation, repair and maintenance
- Facility operating costs including utilities
- Third party contracting and consulting services
- Marketing and promotion
- 2019 \$13.0 million

Repayment of loan principal

- Repayment of loans for Canal Park and wind up of Defined Benefit pension plan
- 2019 \$0.2 million

LEVY INCREASE

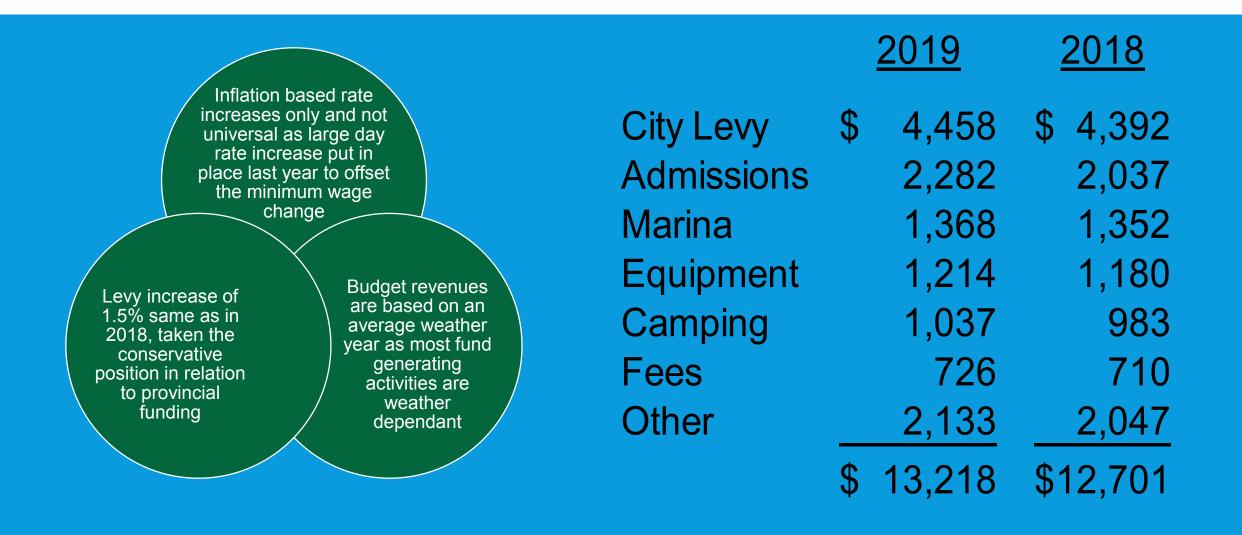
- This year's levy request is the same as last year
 - ■Recommended increase of 1.5%, last year was also 1.5%
 - Translates to \$65,700 increase

```
Total levy required this year is
City of Hamilton share is
Township of Puslinch share is
0.6%,
28,600
```

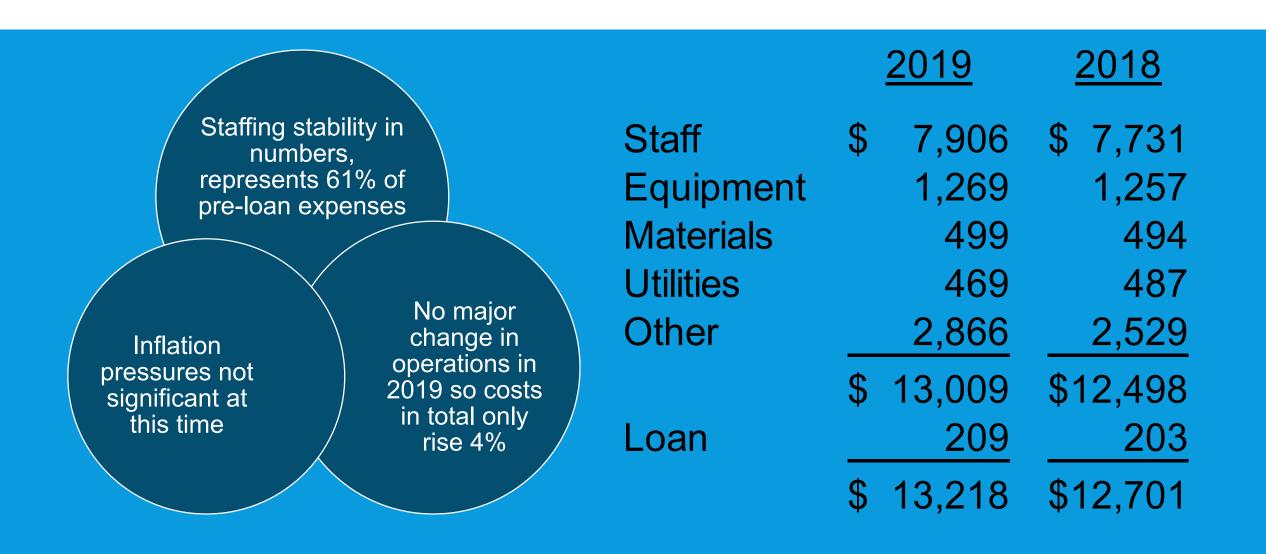
LEVY USE

Division	2019	2018	\$ Change
Conservation Areas	\$0	\$0	\$0
Westfield Village	590,500	581,800	8,700
WP&E	1,288,400	1,187,600	100,800
Corporate Support	2,578,800	2,622,600	-43,800
Total	\$4,457,700	\$4,392,000	\$65,700

REVENUE HIGHLIGHTS



EXPENSE HIGHLIGHTS



LOAN PAYMENTS

Remaining loans:

- 1) 2018 Veldhuis (Canal Park) Ioan
- 44K principal payment, \$0 interest
- 2010 Original terms Loan of \$440 thousand @ 0.0% interest, 10 year term
- final payment March 31st, 2020
- 2) 2018 DB Pension Deficit loan:
- \$159K principal payment, \$28K interest
- 2011 Original terms Loan of \$1.5 million @ 4.25% interest, 10 year term
- final payment June 30th, 2021

CONFEDERATION BEACH PARK

- Owned by the City of Hamilton, managed by the HCA
- Management agreement expired December 31st, 2016
- New agreement now in place: term of 10 years plus two 5 year renewals
- Only monetary impact to HCA is the management fee, calculated as a percentage of expenses, approximately \$400K per year
- The 2018 attendance was strong at Wild Waterworks; joining 2015 and 2016 as top 5 in the waterparks history

2019 BUDGET SUMMARY

2019 budget provides:







Updated floodplain mapping



Development steps for Saltfleet wetlands



 Education and stewardship programs

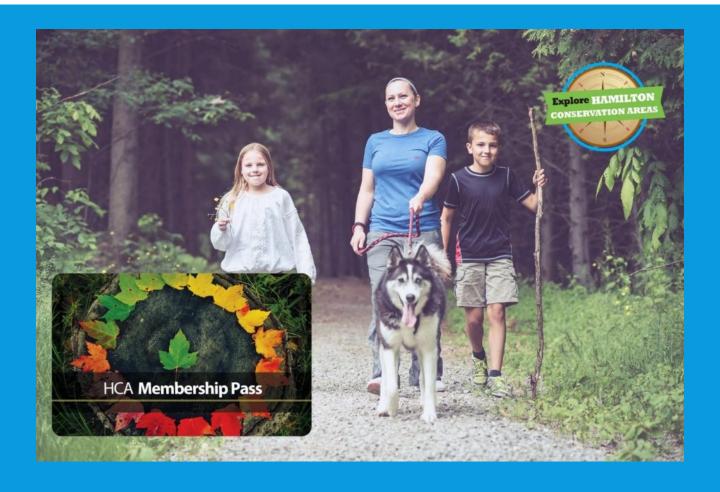


Updated master plans





THANK YOU FOR YOUR CONTINUED SUPPORT





6.6

2019 Budget Presentation

Presentation To City of Hamilton Jan.22, 2019



2019 Budget Pressures

- Implementation of approved and upcoming Masterplans (Binbrook/Cave Springs/Lake Erie Shoreline Properties, etc.)
- 2018-2021 Strategic Plan implementation
- Auditor General recommendations to be implemented
- Collective Bargaining year associated costs unknown at this time
- Operating reserve contribution



Opportunities

- □ Tree-top Trekking (slated to open Spring of 2019)
- Park-link (paid parking at some CA sites)
- Increased Partnerships toward new Strat Plan initiatives
- Increased Corporate/Wedding rentals and Filming Agreements
- Electrical upgrades increase revenue at campgrounds



Budget Committee Direction June 18, 2018

Resolution No. BSC-04-18

Moved by Board Member Annunziata

Seconded by Board Member Kaspersetz

That the Budget Steering Committee recommends to the Full Authority:

1. That staff **BE DIRECTED** to prepare a DRAFT 2019 budget based on a 2% guidance of total levy.

CARRIED UNANIMOUSLY



2018/'19 Levy Breakdown

Levy Breakdown	2018	2019	Increase
Regular Levy			
Niagara	4,848,695	4,972,722	124,027
Hamilton	1,282,780	1,324,928	42,148
Haldimand	114,643	118,434	3,791
Total	6,246,118	6,416,084	169,966
Special Levy			
Niagara	2,128,851	2,128,851	0
Hamilton	123,315	123,315	0
Total	2,252,166	2,252,166	0
TOTAL MUNICIPAL LEVY	<u>8,498,284</u>	<u>8,668,250</u>	<u>169,966</u> (2%)

2018/'19 Sources Funding (excluding OPG & Reserves)



	2018 Budgeted		
Category	Source	%	
Municipal (Haldimand/Hamilton/Niagara)*	8,498,284	74%	
Provincial/Federal	628,996	5.5%	
Self-generated (Permits/Parks/Services)	2,348,850	20.5%	
TOTAL	11,476,130	100%	
	2019 (Board Approved)		
Category	Source	%	
Municipal (Haldimand/Hamilton/Niagara)*	8,668,250	73.8%	
Provincial/Federal	576,996	4.9%	
Self-generated (Permits/Parks/Services)	2,502,650	21.3%	
TOTAL	11,747,896	100%	

^{*}Contribution of total by municipality: Haldimand 1%; Hamilton 12%; Niagara 60%

Operating Expenditures (excluding Debt Principal)



	2018 Budgeted Expenditure		2019 Preliminary Expenditure	
	Expenditure	%	Expenditure	%
Total Operating	8,870,592	100.0	8,957,751	100.0
Category				
Full Time Salary/ Benefits	5,059,006	57	5,327,271	59.5
Student Wages	435,498	4.9	411,319	4.6
Debt Servicing*	63,691	0.7	27,980	0.3
Occupancy**	507,000	5.7	540,000	6.0
Human Resources and Other Staff Expenses***	283,245	2.6	247,150	2.8
	6,348,440	71.6	6,553,720	73.2

^{*} As debt servicing cost decline, operating expense decline but capital expenditure increase

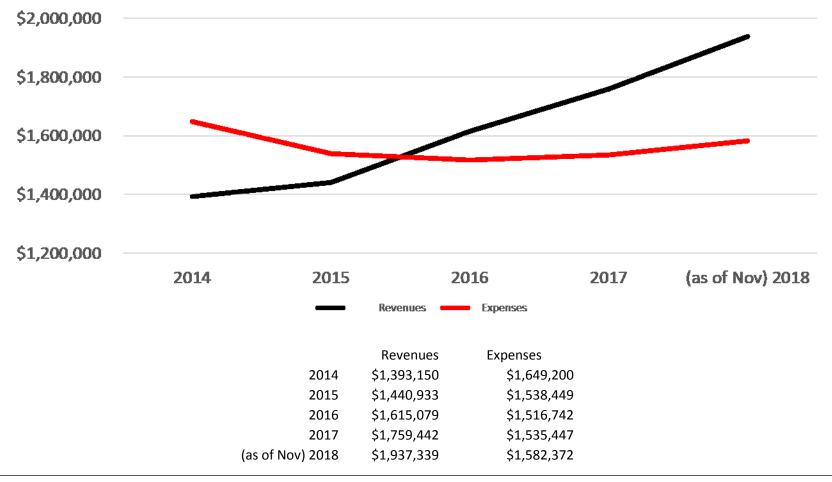
^{**}Includes Utilities , Property taxes , Insurance, Office Lease

^{***}Includes Staff training, retiree benefits, staff mileage and other staff related expenses



Trends- Park Operations







Operating Park Revenues

	2018	2018	2019
	Budget	ytd Nov.	Budget
Ball's Falls	643,000	722,209	745,300
Binbrook	259,500	398,201	362,500
Chippawa Creek	349,350	368,723	366,800
Long Beach	408,500	448,206	418,000
Total	1,660,350	1,937,339	1,892,600



Full Time Salary and Benefits

- 2018 Budgeted Salary and Benefits \$5,059,006
- Projected 2019 Salary and Benefit Expenditure \$5,327,271 (Increase \$268,265 or 5.3% over 2018 budgeted level)
- Projected 2019 Expenditure includes:
 - Step increases
 - 0% increase in group benefits at present by Sun Life (carrier for Conservation Authorities)
 - Other benefit costs adjusted to reflect known changes such as: WSIB premium increased to \$3.20 from \$3.05 per \$100 of earnings, El premium increase to \$858 from \$836 per employee, CPP increase from \$2,564 to \$2595 per employee
 - Collective Agreement Bargaining



2019 Capital Projects

No:	<u>Description</u>	Est. Project Cost
1.) 2.) 3.) 4.)	Tractor Additional Parking Capacity New Entrance (Plan/ Permit) Water Tank & Treatment Equip.	\$ 70,000 \$ 113,000 \$ 30,000 \$ 30,000
5.)	TreeTop Trekking Building & Ame	enities * \$ 150,000
Total:		\$ 393,000

^{*}Total project cost is \$300,000, bound by contract to complete within 2 years. Recommend to spread cost over 2 year period as well.

Note - \$ 798,000 spent at Binbrook Conservation Area in 2016, 2017, and 2018 (\$1,191,000 spent at Binbrook CA. in the past 3 years + 2019)



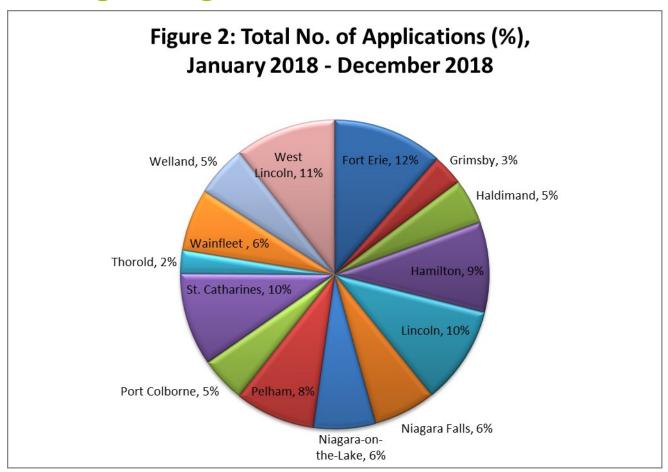
That the NPCA Full Authority Board **APPROVE** the minutes of the Budget Steering Committee meeting held on Wednesday, November 14, 2018 and the recommendations contained therein; and

That the following 2019 apportionment costs identified in Chart #1 (listed below) **BE FORWARDED** to the participating municipalities in accordance with Section 2. (1)(b) of Ontario Regulation 670/00.

Chart #1				
2019 Levy	<u>Niagara</u>	<u>Hamilton</u>	Haldimand	<u>Total</u>
Regular Levy	\$4,972,722	\$1,324,928	\$118,434	\$6,416,084
Special Levy	\$2,128,851	\$123,315	\$0	\$2,252,166
Total	\$7,101,573	\$1,448,243	\$118,434	\$8,668,250

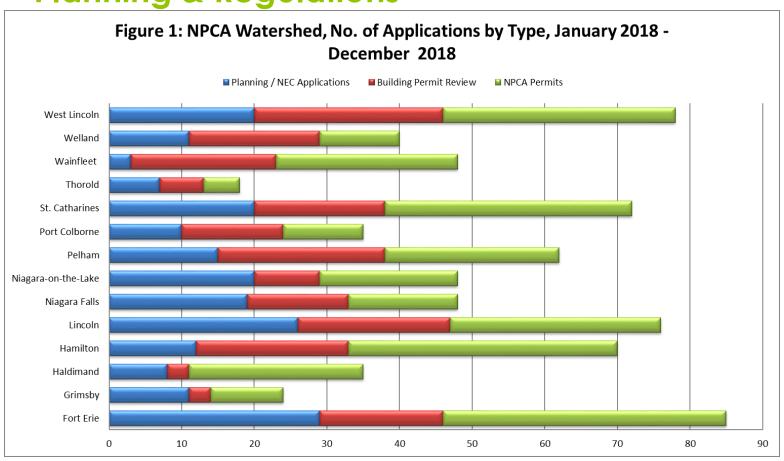


Resources spent in Hamilton Planning & Regulations





Resources spent in Hamilton Planning & Regulations





Resources spent in Hamilton Water Quality Monitoring Program

- The NPCA has 11 water quality monitoring stations in the City of Hamilton as part of our core monitoring program.
- NPCA collects water samples monthly (8 times per year) with results published in its Annual Water Quality Monitoring Report.
- The Hamilton International Airport (HIA) hires the NPCA to monitor macroinvertebrates in two watercourses that drain from the HIA property to assess their creek impacts.
- At the request of the **Glanbrook Landfill Committee** the City of Hamilton hires the NPCA to monitor macroinvertebrates upstream and downstream of the Glanbrook Landfill to assess any landfill impacts to the adjacent watercourses. The NPCA collects samples in the spring and fall of each monitoring year and a report is provided to the City of Hamilton and the Glanbrook Landfill Committee.



Resources spent in Hamilton Binbrook Master Plan



- Future Projects:
 - □ \$10 Million required over the next 10-12 years to implement all Master Plan recommendations

Binbrook Conservation Area Direct Operating Costs = \$330,000 (2018) Direct Operating Costs = \$354,062 (2019)



COMING SOON!

- 2019 Mud Girl (June 1, 2019 & June 2, 2019) 5km mud run 10,000 participants currently registered for event.
- Burlington Beach Rentals (Lease Agreement renewed)
- Boarder Pass (3rd year of 3 year lease)
- PT Water Sports (2nd year of 3 year lease)

• Tree Top Trekking (Tentative Opening May 1st, 2010)







Summary

- √ 2% Total Levy increase (budget guidance) achieved
- ✓ Total 2019 Operating budget of \$ 8,957,751 represents a 1% increase from 2018 Operating budget of \$8,870,592.
- The requirement to use the provincial formula and municipal levy apportionment data supplied by MPAC for the 2019 budget results in the following NPCA levy impact as a % per municipality:

	2019 Levy Increase %	2019 \$ Increase
Niagara Region City of Hamilton Haldimand County	1.8% 3.0% 3.3%	\$124,027 \$42,148 \$3,791



